LOCAL OUTCOME IMPROVEMENT PLAN

2016-26

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Community Planning Aberdeen

CONTENTS

FOREWORD BY COUNCILLOR JENNY LAING AND CHIEF SUPERINTENDENT CAMPBELL THOMSON

It feels like only a short time ago that we came together with colleagues across the Community Planning Partnership at the Sir Duncan Rice Library, Aberdeen University, to consider the issues highlighted within the Aberdeen City Population Needs Assessment and discuss what we could hope to do to address these issues together. That was March 2016 and five months later the Partnership agreed a Local Outcome Improvement Plan (LOIP) 2016-26. The LOIP sets out a clear vision for the City of Aberdeen as a place where all people can prosper and a ten year plan for how it will get there.

Almost two and a half years later, how far on is the Partnership in achieving this vision? This was the question we posed ourselves at our 'Taking Stock' event in September 2018 where we considered the evidence available to us: data from our revised Population Needs Assessment 2018, two years' worth of performance data against our improvement aims, and feedback from our citizen's panel and place standard. A summary of some of our key achievements can be viewed in our 'Taking Stock' Video.

So what do we know? Our data shows some indication of an improving economic situation over the last two years. There has been an increase in hotel occupancy from 56.6% to 62.5% and city centre premise occupancy rates have increased to 90.8%. The number of new jobs being created from inward investment projects has increased alongside a 14% increase in business gateway growth companies being accepted into Scottish Enterprise's Growth pipeline.

Business gateway start up numbers have also increased by 6%. We expect to see further improvement in our economic data in the months to come as a result of our efforts to rejuvenate the City Centre, the major infrastructure developments taking place, the refurbishment of Aberdeen Art Gallery and the New Aberdeen Exhibition and Conference Centre.

However, our dependency on the oil and gas industry continues to leave the City vulnerable to the effects of the economic decline - job losses, falling property prices and loss of custom, all at risk of further decline with the upcoming Brexit. Since 2014 the median weekly wage in Aberdeen has fallen by 7.7% and almost 15% of adults who work in the city earn less than the Living Wage. Unsurprisingly, we continue to identify improving the economy as a key priority for Community Planning Aberdeen in this refreshed LOIP with the introduction of two stretch outcomes to improve inclusive economic growth and increase the number of people earning the Living Wage.

Our aspirations go far beyond financial success. The word prosperity used throughout this plan refers to the ambition of the Partnership to see all people, families, businesses and communities do well, flourish and succeed. This means supporting people to enjoy positive outcomes throughout the stages of their life, rather than reacting to issues and problems as they arise.

By ensuring that all people in Aberdeen have the opportunity to prosper we will promote the wellbeing and equity of our citizens and prevent a series of intractable problems for the future. Investing in **early intervention and prevention** is a core principle of Community Planning Aberdeen which underpins every decision, action and impact.

The ultimate expression of this is our commitment to invest in our children and young people. It is unacceptable that due to a lack of income, families can be dragged into a cycle of poverty that is repeated generation after generation. Our status as the first Scottish City to be accepted onto UNICEF's Child Friendly Partners Programme reflects our ambition for Aberdeen to be a place where all children and young people have the opportunity to reach their potential regardless of their background and circumstances.

Enabling our families to ensure their children are safe, healthy and nurtured is fundamental to giving children the best start in life. However, our data shows that there are children in Aberdeen who are not getting this start. This has a detrimental impact on their ability to meet their developmental milestones, significantly limiting their future potential.

Our data shows that the attainment gap between the highest and lowest achieving 20% is narrowing, but we need to do more to help all children and young people to achieve. In most subjects and stages, achievement of expected levels is lower in Aberdeen than Scotland. This is especially true for our care experienced children and young people. 90.8% of young people in Aberdeen are now entering positive destinations upon leaving school, however this is not the case for those young people from our deprived areas with only 83.6% moving on to a positive destination.

We know that to achieve real and lasting change in our society, we need to empower communities to help themselves and community empowerment is a central theme which runs throughout our LOIP. But there are members of society who are vulnerable and at times need more support to keep safe from harm. This is equally true of children, young people, adults and older people. Over the last two years we have taken steps to protect a wide range of vulnerable people. For example, we launched the Choose Life app which reached 22,000 users between March 2016 to August 2017. During this time Grampian has seen a 28% decrease in suicide during 2016 compared to an 8% increase nationally.

However we want to do more for our children and young people, and this includes introducing a different model of care to improve access to Child and Adolescent Mental Health services. Only 37.7 % of Child and Adolescent Mental Health (CAMHS) referrals in Grampian are seen within the target 18-week period compared with 77.5% in Scotland. This is based on a traditional model of hospital care. Our new approach means many children's detailed assessments and treatment plans are in place after 6 weeks, and the full pathway in place after a total of 15 weeks – better than the national standard.

Some of our best examples of partnership working can be seen in our work to improve community safety outcomes. We've seen an 8% increase in the percentage of people who reported that they feel safe in the City since last year alongside a 17% reduction in overall crime and a reduction in violent crime, the number of young people accused in relation to multiple CrimeFiles also decreased by 48% in the last two years. New schemes such as AMPED, which aims to divert young people from antisocial behaviour; and the alcohol misuse referral scheme, which signposts people with alcohol issues to support and recovery services, aim to tackle some of our most persistent

community safety issues at their root cause. We also started our Priority Families Service in January 2017, which offers intensive help through Partnership working to families affected by anti-social behaviour, offending and wellbeing issues. Already we are seeing evidence that families involved are experiencing improved outcomes with 40% of pupils from supported families showing improved attendance and a 76% reduction in criminal charges for families. We hope to spread the positive impact of these initiatives further across the City to help young people and vulnerable adults escape a path of self destruction. For example, drug related deaths have doubled since 2014 in the city and 27% of adults in Aberdeen drink above the guideline recommendations of 14 units per week, higher than Scottish rate of 25%. We have therefore introduced a key stretch outcome to reduce drug and alcohol related deaths in the city.

Early detection and intervention of people at risk of harm continues to be of upmost importance for the Partnership and our improvement efforts continue to focus on how we can improve the shared intelligence between our organisations to support this to happen. For example, data analytics to predict events from potential child protection issues, to the likeliest locations for house fires and school attainment. These insights will give us the ability to take a preventative approach, putting in place interventions to try and stop problems rather than providing costly services in response.

The population needs assessment shows wide divisions in health and life expectancy between the richest and the poorest communities in our City. People living just a few streets apart in some areas of Aberdeen find themselves with life expectancies more than 14 years apart, we have committed to address this through a stretch outcome to increase the healthy life expectancy for the people of Aberdeen. A families ability to nourish themselves is a key factor in healthy life

expectancy and it is alarming that 8% of respondents in our last City Voice survey reported that there was a time during the last 12 months when they were worried they would not have enough food to eat, with 3% reporting that their household had run out of food at some time over the last year. Helping people affected by household food insecurity is therefore a key focus for the Partnership. We hope to be able to see a future improvement in the data as a result of initiatives being put in place now; such as free school meals during holidays in our priority localities and supporting communities to grow their own food.

The successes we have experienced so far have not been achieved by partner organisations alone. More and more we are reaching out to our people and communities for their help to improve outcomes. Participatory budgeting is an approach we are using to give people a direct say in how and where public funds can be used to address local needs. We have also been involving communities in our improvement projects which are testing new ways of working using existing resources.

There has been a power of work across the Partnership which needs to be acknowledged and celebrated, but there is still so much to be done. The data has allowed us to make an honest appraisal of where Aberdeen is as a City and where the Partnership is in terms of meeting the needs of our communities. This refreshed LOIP refocuses the Partnership on those critical issues through our 16 new stretch outcomes which communicate what will be different by the end of this ten year plan. This marks a maturing of how we are working together and in partnership with our communities. It signals our joint commitment, confidence and ambition to achieve our vision of Aberdeen as a place where all people can prosper.

As we embark on the next stage of our improvement journey, we will be working even more closely together. There is no doubt that we face complex challenges ahead, but Community Planning Aberdeen is committed to tackle these head on. The opportunities are great and it is only by recognising these challenges and working together that we will be able to continue to improve outcomes for the people of this great city.

Councillor Jenny Laing,
Chair of Community Planning Aberdeen,
Co-Leader of Aberdeen City Council

Chief Superintendent Campbell Thomson,
Vice Chair of Community Planning Aberdeen,
Police Scotland

OUR GOLDEN PYRAMID

Our golden pyramid depicts our determination to ensure that Community Planning Aberdeen works together as a whole to enable and empower local people, communities and partnerships to be the makers of their own improved outcomes.

Of topmost importance is the realization of local plans developed by local people, local communities and local partnerships. We are committed to working with people in their 'places' – their homes, their streets, their neighborhoods to support them to plan, resource and deliver community led approaches which will deliver improved local outcomes at a community and city-wide level.

Each of the Community Planning Partners plan the delivery of their services in a range of ways. For example, by Police division, Council function, NHS Boards and Scottish Fire and Rescue Service hubs. As partners we accept these differences in delivery structures, but are united in our commitment to working together and with local people to achieve improved outcomes.

This Local Outcome Improvement Plan (LOIP) represents our ambitions city wide, but is very much grounded in the needs of our most disadvantaged communities. It is by working with these communities to take forward our improvement activity that we will learn how we can change, how we can improve and how we can scale up and spread improvement. That is how we will make the difference in Aberdeen and achieve our vision of a Place where all people can indeed prosper.

Review of localities: *The Partnership is currently undertaking a review of localities to ensure consistency between Community Planning and Health and Social Care Partnership Localities. This will involve revisiting the boundaries of Community Planning Aberdeen to ensure they reflect natural community boundaries.*

THE ABERDEEN CONTEXT

Like all areas of Scotland, public services in Aberdeen are facing increasing demand with reducing resources. In order to understand how best to prioritise our shared resources, we need clarity on the current and future needs of local people in Aberdeen. Our approach to Population Needs Assessment ensures we systematically analyse data across a broad range of indicators to identify the major issues facing the City. The following paragraphs provide a summary of findings from the most recent data available as of November 2018.

Our Economy

Aberdeen remains a competitive and productive city with GVA (Gross Value Added) per head in Aberdeen being the highest in Scotland. Gross disposable household income per head in Aberdeen is £22,508 compared to £18,231 for Scotland. In 2017 workplace based hourly pay (median gross) in Aberdeen was £15.33, compared to £13.98 in Scotland. In 2017, 79% of Aberdeen's working age population (16-64 years) was classified as economically active which is slightly above the Scottish rate of 77.5%. In Aberdeen 21% of the working population was classified as economically inactive which is slightly lower than the Scottish rate of 22.5%. In 2016 there were 1,160 new businesses in Aberdeen and 1,570 business deaths. One-year survival rates of 2016 business births was 90.5% in Aberdeen compared to 91.7% in Scotland. The five-year survival rates of 2012 business births was 45.9% in Aberdeen compared to 43.7% in Scotland. There remain areas of

deprivation in Aberdeen with 22 data zones that are in the most deprived quintile (0-20%) for all domains. Aberdeen has no datazones in the 5% most deprived areas of Scotland. Almost 15% of adults who work in the city earn less than the Living Wage. Recent reports from CFINE show a massive increase in the number of people requiring emergency food parcel which may only be the tip of the iceberg as there are other providers of emergency food supplies, and not every person in food poverty would use food parcels.

Our People (Children and Young People)

In 2017 there were 34,495 children (0-15 years) in Aberdeen City – which is 15% of the City's total population which is in line with the Scottish figure of 16.9%. In September 2017 there were 13,923 primary school pupils and 8,667 secondary school pupils in Aberdeen City. In July 2017 there were 590 Care experienced children and young people in Aberdeen City – equivalent to 1.6% of the 0-17 years population. This is higher than the equivalent rate for Scotland of 1.4%. Almost half (49%) of Care Experienced Children and Young People (CECYP) in Aberdeen live in foster care. While improved, the attainment outcomes for CECYP are still lower than those for all pupils. In 2016/17 in Aberdeen City 74% of CECYP left school with 1 or more qualification at SCQF (Scottish Credit and Qualifications Framework) level 4 (78% for Scotland). In 2017, a total of 1,212 CAMHS (Child and adolescent mental health services) patients were seen in Grampian. Of these,

37.7% were seen within the target 18-week period, compared to 77.5% in Scotland. However, this is based on a traditional model of hospital care. A new approach means many children's detailed assessments and treatment plans are in place after 6 weeks, and the full pathway in place after a total of 15 weeks which is better than the national standard.

Our People (Adults)

The population of Aberdeen is currently 228,800 and is projected to increase by 3.2% by 2026 to 237,169. Aberdeen has a relatively young population compared to the rest of Scotland. The median age in Aberdeen is 36 years compared to 42 in Scotland. Compared to Scotland as a whole, Aberdeen has a higher proportion of working age people - 69% compared to 64%. Aberdeen is a diverse city with 24% of the City's population having been born outside of the UK compared to 9% for Scotland. In 2014-16 estimated life expectancy at birth in Aberdeen was 80.8 years for females and 76.4 years for males. This is in line with the Scottish figures of 77.0 years for males and 81.1 years for females. This figure does vary in areas of deprivation. In the period 2013-2016, 27% of adults in Aberdeen City were drinking above the guideline recommendations of 14 units per week. This is slightly higher than the rate for Scotland of 25%. It is estimated that 1.9% of Aberdeen's population have a problem drug use. At 0.17 per 1,000 population, Aberdeen has the 4th highest average annual rate of drug deaths (after Dundee City at 0.25, Glasgow City at 0.24 and Inverclyde at 0.22) of all local authorities in Scotland. In 2016/17 35,342 people in Aberdeen City were prescribed drugs for anxiety, depression or psychosis. This is equivalent to 15.4% of the population – significantly lower than the proportion for Scotland of 18.5%. Consistent with trends in Scotland, the proportion of people receiving prescriptions for these conditions has increased significantly in recent years, from 12.5% in 2009/10 to 15.4% in 2016/17. In Aberdeen, in 2017 there were 470

people aged 65+ years with high levels of care need who were cared for at home (i.e. who received 10 and more hours of home care purchased or provided by the local authority). This equates to 26% of all people in this age group with high levels of care need – significantly lower than the Scottish average of 35.2%.

Our Place

Aberdeen has the 8th largest local authority population in Scotland. The city is made up of 37 neighbourhoods, 9 of which are recognised as deprived as classified in the Scottish Index of Deprivation (SIMD). In 2017 there were 116,821 dwellings in Aberdeen with local authority housing stock totalling 22,041 with 75.8% of those being flats. Between 2016 and 2017 the total waste generated in Aberdeen fell by 8.7%. In 2017 – for the first time – more waste was recycled (44%) than went to landfill (36%). Overall in Scotland 45% of waste generated goes to landfill with 46% being recycled. In 2015 CO_2 (Carbon dioxide) emissions in Aberdeen totalled 1,335.2 kt (down from 1,813.6 in 2005). Of this, 45% is attributed to industry and commerce, 30% to domestic use and 24% to transport. Between 2005 and 2015, per capita CO_2 emissions (kt CO_2) have fallen in both Aberdeen and Scotland. In 2015 the per capita levels were slightly lower in Aberdeen than in Scotland (5.8 compared to 6.1). Four areas in Aberdeen have been identified as potentially vulnerable to flooding – Deeside, Peterculter, Bridge of Don and Denmore. Total annual average damages due to flooding in 2016 was estimated at £17,370,000, equivalent to 80% of annual average damages for the North East Local Plan area.

The Partnership's response to these challenges is set out in this Local Outcome Improvement Plan which details the improvement activity the Partnership will prioritise and resource to effect change.

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'A place where all people can prosper'

Our vision for 2026 is Aberdeen as a place where all people can prosper, regardless of their background or circumstances. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fullfilling life.

There are problems faced by our City which have endured for decades and have been stubbornly resistant to improvement. Our evidence confirms what we already know; that inequalities in health, education and employment opportunities are passed from one generation to another and that this is most acute for those families living under the grip of poverty.

No single sector or profession can break the cycle of disadvantage or eradicate poverty alone, collaborative efforts across the Community Planning Partnership are key in helping to face up to poverty. Our philosophy is to create the conditions for everyone to prosper by helping disadvantaged familes and communities to escape this cycle by creating the conditions for prosperity.

Through **early Intervention and prevention,** we aim to support future generations to be prepared and made ready for school, for work, for parenthood and for life itself – **see diagram 1**. This calls for particular attention to be paid to care experienced children, young offenders, children of offenders and those living in poverty - because their levels of risk are very much higher than those of other children and young people of their age.

Diagram 1
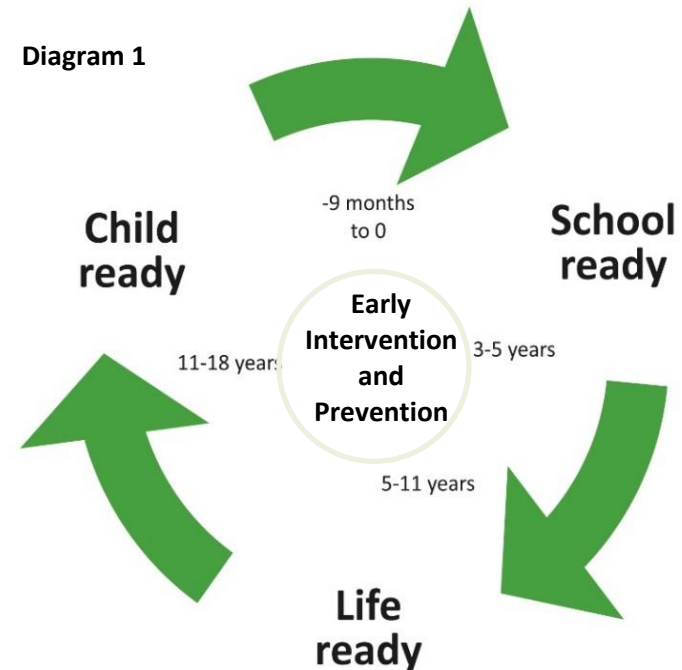
How will we know we are making a difference?

Setting out a vision for how we want things to be in the future is the easy part. Believing that it is possible and making it happen is entirely different. Breaking the cycle of poverty depends on a broad constellation of factors relating to a person's life journey, over which individual public services have relatively limited control. The Council's anti-poverty strategy 'Towards a Fairer Aberdeen that Prospers for All' sets out the actions it will take as a single system, but also recognises that it cannot tackle poverty alone. As a whole system working together, and with communities, Community Planning Aberdeen can have a much greater influence.

It is through the delivery of this Local Outcome Improvement Plan, and underpinning improvement plans such as our emerging Child Poverty Action Plan that we will tackle poverty: its causes and consequences.

Our expectation by 2026:

- Fewer than 10% (currently 16.7%) of children will be living in poverty
- Fewer than 8% (currently 12.2%) of children will be living in low income families
- Fewer than 18% (currently 26.9%) of children will be living in families with combined low income and material deprivation
- Fewer than 16 datazones (currently 22) will be amongst the most deprived 20% based on SIMD
- Fewer than 5% (currently 10%) of children will be living in the 20% most deprived areas

How will we make it happen?

Our 16 Stretch Outcomes break down our overall vision and ambitions to reduce poverty into manageable thematic programmes of work. In taking a structured approach to improvement we are very clear about what it is we are trying to accomplish, how we will know whether a change is an improvement and what changes we will make to secure this improvement. These stretch outcomes tackle poverty as they manifest at every stage of a person's life journey.

OUR 16 STRETCH OUTCOMES

ECONOMY	PEOPLE (Children & young people)	PEOPLE (Adults)	PLACE
1. 10% increase in employment across priority and volume growth sectors by 2026. 2. 90% of working people in Living Wage employment by 2026.	3. 95% of children (0-5years) will reach their expected developmental milestones by the time of their child health reviews by 2026. 4. 90% of children and young people will report that they feel mentally well by 2026. 5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026. 6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. 7. Child Friendly City by 2026. 8. 25% fewer young people (under 18) charged with an offence by 2026.	9. 25% fewer people receiving a first ever Court conviction each year by 2026. 10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026. 11. Healthy life expectancy (time lived in good health) is five years longer by 2026. 12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.	13. No one in Aberdeen will go without food due to poverty by 2026. 14. Mitigating, adapting and addressing the impacts of climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026. 15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike.

The following chapters in this document include the detailed improvement projects we will take forward to achieve these stretch outcomes.
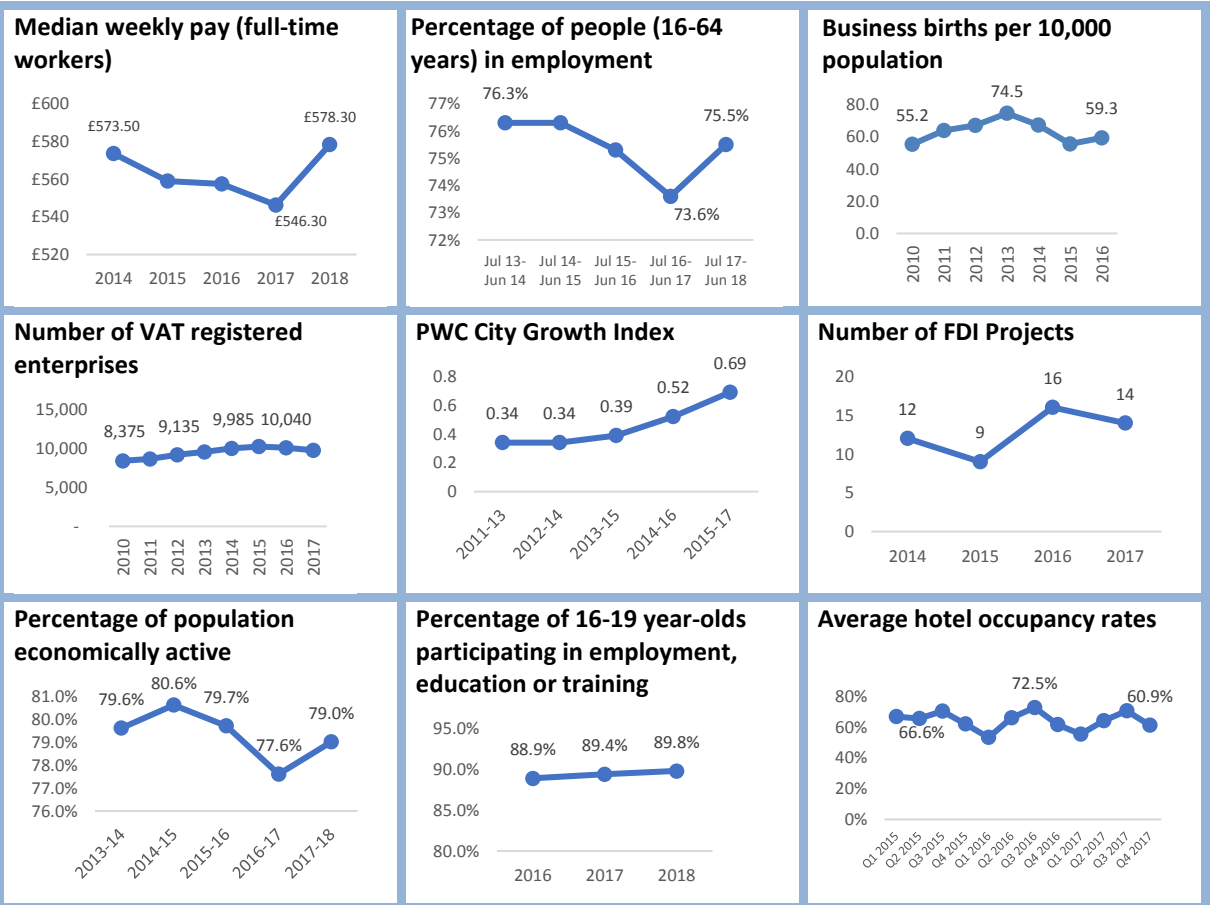
PROSPEROUS ECONOMY

The North East of Scotland is one of the most active and prosperous regions in the UK. However, in looking at the region's future economic development, it is clear that Aberdeen needs to be at the heart of a city region that competes with international city regions and not just with others in Scotland or the UK.

Economic activity in the North East is strong, principally because of North Sea oil and gas and, in spite of the recent downturn, there remain significant opportunities to sustain and grow activity in this sector in both the short and longer terms. The Aberdeen Economic Policy Panel Report in November 2018 provides an independent analysis of the Aberdeen City Region economy to support the Council's annual credit rating assessment by Moody's. The report confirms that some challenges the North East region faces are specific to the local economy (such as the trends in future oil production/price). The immediate focus is on maximising economic recovery from the remaining oil and gas reserves in the UK Continental Shelf while anchoring expertise in the wider energy sector in the North-East of Scotland.

In 2016 Aberdeen was ranked fifth in the UK in terms of the number of patents per 1,000 population, testimony to a variety of internationally significant research centres in the

POPULATION NEEDS ASSESSMENT DATA:

Median weekly pay (full-time workers)

£573.50 ... £578.30 ... £546.30 (2014–2018)

Percentage of people (16-64 years) in employment

76.3% ... 73.6% ... 75.5% (Jul 13-Jun 14 to Jul 17-Jun 18)

Business births per 10,000 population

55.2 ... 74.5 ... 59.3 (2010–2016)

Number of VAT registered enterprises

8,375 ... 9,135 ... 9,985 ... 10,040 (2010–2017)

PWC City Growth Index

0.34 ... 0.34 ... 0.39 ... 0.52 ... 0.69 (2011-13 to 2015-17)

Number of FDI Projects

12 ... 9 ... 16 ... 14 (2014–2017)

Percentage of population economically active

79.6% ... 80.6% ... 79.7% ... 77.6% ... 79.0% (2013-14 to 2017-18)

Percentage of 16-19 year-olds participating in employment, education or training

88.9% ... 89.4% ... 89.8% (2016–2018)

Average hotel occupancy rates

66.6% ... 72.5% ... 60.9% (Q1 2015 to Q4 2017)

region, such as the National Subsea Research Institute, the Rowett Institute of Nutrition and Health, the Marine Lab, the James Hutton Institute and Aberdeen's two universities. New business creation is vital in diversifying the economy and the correct support for those wishing to start or expand their own business is essential.

Key to this transition is retention of the talent and transferable skills that currently exist within our businesses and educational institutions. In addition to creating a strong pipeline of talent through our schools, college and universities, we must ensure that inclusive growth is at the heart of all we do and that opportunities are open to all by offering support to those seeking to enhance their skills or reskill to move into new roles. We will seek to develop a City of Learning approach that empowers people and communities to put lifelong learning at the heart of their civic and cultural identities.

The purpose of Aberdeen Prospers is to contribute to the inclusive economic growth agenda in the city and Brexit may have significant impacts across communities and localities that we are focussed on. Even in the best-case Brexit scenario, recent forecasts from the Bank of England and other agencies suggest 'lost' growth of 3% per year and the stretch outcome aims for Aberdeen Prospers should be considered in that light. The potential (and future real) consequences of Brexit will continue to be monitored by the Aberdeen Prospers group, which will retain sufficient flexibility and agility in its improvement planning to accommodate actions to mitigate Brexit consequences for priority communities and groups, where possible. Aberdeen Prospers will also explore potential opportunities afforded by Brexit and work these into growth related improvement activity where possible and appropriate to do so.

A primary focus of Aberdeen Prospers will be on delivering on Fair Work and Good Work principles – ensuring that people who are least engaged with the labour market or who benefit least from the city's prosperity are given the opportunities to progress into sustainable employment. Working with locality partnerships will be critical to achieving our ambitions in this area.

By working in partnership we aim to ensure Aberdeen's economy continues to be prosperous. As part of an inclusive economy, Aberdeen's 3rd sector provides a significant contribution in financial and resource terms. Its turnover is £350 million per annum (excluding the two universities, college and two ALIOs). The workforce is in excess of 10,000 and it pulls in the support of over 70,000 volunteers for the city's benefit. It reflects the diversity of the population in age, gender, ethnicity, faith and ability, providing a purpose for all.

LEAD PARTNERS:

- **Aberdeen City Council**

- **ACVO**

- **Civic Forum**

- **Department of Work and Pensions**

- **North East Scotland College**

- **North East Scotland Regional Transport Partnership (Nestrans)**

- **Robert Gordon University**

- **Scottish Enterprise**

- **Skills Development Scotland**

STRETCH OUTCOMES

1. 10% increase in employment across priority and volume growth sectors by 2026.

2. 90% of working people in Living Wage employment by 2026.

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
1. 10% increase in employment across priority and volume growth sectors by 2026 *(Baseline data 2017: 48,390 people in employment in growth sectors. A 10% increase is 4,839 people)* **Responsible Outcome Improvement Group:** Aberdeen Prospers	1.1 Diversification of the economy into other growth sectors including wider energy related sectors; tourism; food and drink; life sciences; health and social care and construction.	Increase the number of people employed in growth sectors (digital/ creative; food and drink; life sciences; tourism; social care and health and construction) by 5% by 2021.	No. of people employed by growth sector *(Baseline data 2017:* *Digital/ creative - 4,040;* *Food and drink - 1,250;* *Life sciences - 900;* *Tourism - 10,000;* *Early years – 2,570* *Health and social care – 23,630;* *Construction – 6,000)*
	1.2 Developing the talent and future workforce necessary to support diversification of businesses and economy.	Stimulate a 5% increase in the number of start-up businesses in growth sectors (digital/ creative; food and drink; life sciences; tourism) by 2021.	No. business start-ups by growth sector
			% business start-ups surviving after five years by growth sector
			No. of businesses by growth sector *(Baseline data 2017:Digital/ creative – 855; Food and drink - 130 Life sciences – 30; Tourism - 535)*
			GVA per worker by growth sector *(Baseline data 2016: Digital/ creative - £51,064; Food and drink - £68,579; Life sciences - £97,136; Tourism - £22,921)*
			No. business uptake of Scottish Enterprise support No. of Scottish Enterprise account managed companies
		Increase the number of Modern and Graduate Apprenticeships in priority and volume growth sectors by 5% by 2022.	No. apprenticeships starts by growth sector
			No. apprenticeships available by growth sector
			No. of inward investment enquiries generated by priority growth sector

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the number of SVQ level 4 qualifications achieved in ICT and Digital by 10% by 2021.	No. of SVQ Level 4qualifications achieved in ICT and Digital subject areas
	1.3 Improving investment into Aberdeen and Aberdeen businesses.	Support 2 investments per year in priority growth sectors through Invest Aberdeen by 2022.	% of enquires resulting in investment
			No. of jobs created through Foreign Direct Investment
			Total turnover by growth sector *(Baseline data 2016: Food and drink - N/A; Life sciences - £90.2 million; Tourism - £424.6 million; Creative/digital - N/A)*
			No. of companies engaged in exporting activities for the first time or in markets that are new to the company
2. 90% of working people in Living Wage employment by 2026 ***(Baseline data 2018: 85.8%)*** **Responsible Outcome Improvement Group:** Aberdeen Prospers	2.1 Promoting inclusive economic growth for our most disadvantaged communities to mitigate the economic impacts of Brexit.	Increase the number of people from priority localities employed by public sector partners and in major capital projects by 2022.	No. of people in low-skilled, low-paid and insecure employment
		Increase no. of people over 50 in employment in Aberdeen by 10% by 2021.	No. of over 50s people in employment
		Increase the number of people from priority groups (care experienced young people, people with convictions, people with housing need) employed by public sector partners by 2021.	No. of people from priority groups employed by public sector partners
			No. of people in low-skilled, low-paid and insecure employment
		Increase employer sign up to the Real Living Wage by 2021 and year on year to achieve Real Living Wage City Status by 2026	No. of employers paying the Real Living Wage

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the impact and measured value of Partnership wide community benefits programme by 2022.	Value of Partnership wide community benefits programme
			No. of community groups participating in co-design of community benefits
		80% of young people will successfully complete their Modern Apprenticeship programme by 2022.	% of those achieving a modern apprenticeship of all those leaving an MA *(Baseline data 2017: 75% - City and shire)*
			No. of young people on foundation apprenticeships
			% of young people achieving positive destinations post-school *(Baseline data 2017: 89.4%)*
			% of employers reporting skills gaps *(Baseline data 2017: 14%)*
	2.3 Ensuring access for all employers to skilled labour	90% of employers reporting that they have appropriately skilled people in their workforce by 2026.	Educational attainment at NVQ4 and above of resident population aged 16-64 *(Baseline data 2017: 51.7%)*
		Increase the number of people entering employment from Stage 4 employability activity to 80% by 2021.	% of people entering employment from six skills academies within 13 weeks of completion *(Baseline data 2017: 12% - 21%)*
			No. of people entering employment from stage 4 employability activity

LOCAL SUPPORTING STRATEGIES
Regional Economic Strategy 2015-2025
Regional Economic Strategy Action Plan 2018
City Region Deal 2015-2025
Scottish Enterprise Business Plan 2018-19
Aberdeen City and Shire Regional Skills Strategy
North East Scotland College Strategic Plan 2018-2021
North East Scotland College Outcome Agreement 2017-18
North East Scotland College Curriculum Strategy

Investment in children is one of the best and most valuable long-term investments we can make. Investing shared resources to target early intervention and prevention for children and young people is central to tackling inequality and improving life chances.

Our ambition is to support every child, irrespective of their circumstances, to grow, develop and reach their full potential. We want Aberdeen to be a city where there is equality of outcomes and opportunities for all our children and young people and that children's aspirations are not limited by their background or circumstances. This drives the partnership to collaborate to maximise the long-term outcomes of those who need extra care and protection.

Our stretch outcomes reflect the importance we place on supporting equity of access to education, supporting families to provide the best care they can for their children and the need to invest in the health, including mental health, of our children and young people.
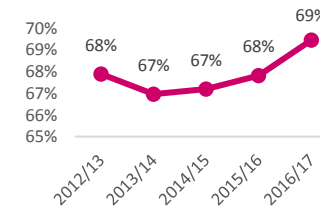
We will also make a particular effort to support our care experienced young people to ensure that they gain the same opportunities as their peers.

POPULATION NEEDS ASSESSMENT DATA:

Percentage of babies exclusively breast-fed at 6-8 weeks
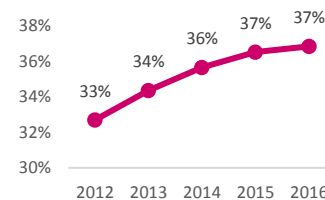
Percentage of P1 pupils with no obvious tooth decay

Immunisation uptake at 24 months (MMR)
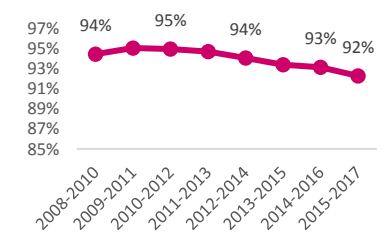
Percentage of P1 children at risk of overweight and obesity
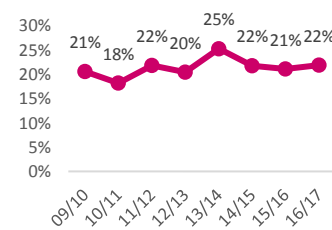
% of Care Experience Children and Young people with 1 or more qualification at SCQF Level 4
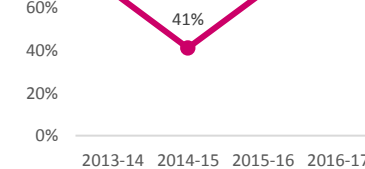
Number of children on the Child Protection Register

Percentage of pupils from deprived areas with 5+ Awards at SCQF Level 5

Rate of teenage pregnancies (per 1,000 population)

Number of juvenile offenders
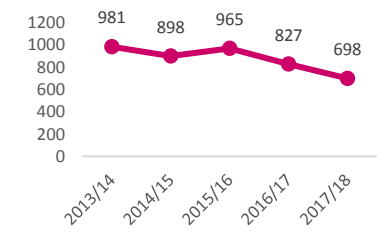
To support them and our other children at risk, for example children who have had adverse childhood experiences, we will make sure that we put addressing inequality in education and positive destinations at the forefront of our aims.

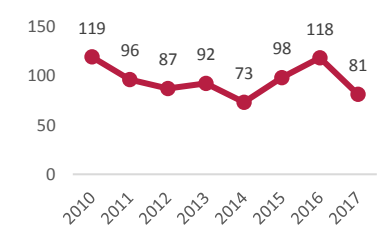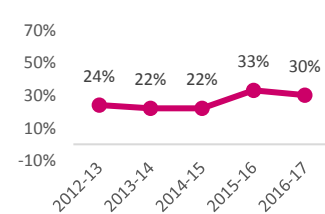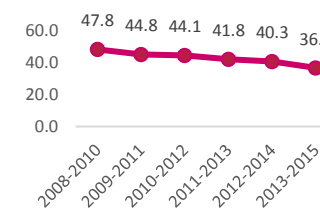As we work together to deliver the promise's we have made in the LOIP we continue to collaborate to achieve UNICEF Child Friendly City status. This programme will enable our children and young people to shape strategic decision making across the partnership and engender a culture of collaboration in our future community leaders.

STRETCH OUTCOMES

3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.

4. 90% of children and young people will report that they feel mentally well by 2026.

5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.

6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.

7. Child Friendly City by 2026.

8. 25% fewer young people (under 18) charged with an offence by 2026.

LEAD PARTNERS:

- **Aberdeen City Council**
- **Aberdeen Health and Social Care Partnership**
- **Active Aberdeen Partnership**
- **ACVO**
- **Children's Hearings Scotland**
- **NHS Grampian**
- **Police Scotland**
- **Scottish Children's Reports Association**
- **Scottish Fire and Rescue Service**
- **Skills Development Scotland**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026 *(Baseline to be established)* **Responsible Outcome Improvement Group:** Integrated Children's Services Board	3.1 Ensuring that families receive the parenting and family support they need.	Reduce the rate of teenage pregnancies [under 16s] by 3%, by 2021	Rate per 1,000 mothers for all pregnancies under 16 (3 year aggregate) *(Baseline 2014/16: 3.9)*
		Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022	% of young people who remain in education during pregnancy
			% of young people who remain in education after pregnancy
			% of schools which have support and planning processes in place for young people to remain in education
			No. of young people resuming full time education within 1 month of the birth
		Increase the number of early learning and childcare settings providing a tailored needs led family support offer to 90%, by 2022	No. of settings offering family support *(Baseline: 0%)*
		Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child's Plan, to 80%, by 2021	% of Families offered a service within 30 days *(Baseline: 76%)*
	3.2 Keeping young children safe.	Reduce the number of births affected by drugs by 0.6 %, by 2022	No. of births affected by drugs *(Baseline 2015: 17)*
			% of all live births affected by drugs *(Baseline 2015: 1.5%)*
		Reduce the number of emergency hospital admissions for unintentional injury to children under 5 years by 3.69%, by 2021	No. emergency hospital admissions for unintentional injury to children under 5 years *(Baseline 2013/16: 1,463)*
		Increase in the MMR vaccine uptake for children at 24 months by 3.9%, by 2020	% of uptake of MMR vaccine for eligible children at 24 months (3 year rolling average) *(Baseline 2015/17: 92%)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Reduce number of children who are witness to domestic abuse by 2022	Number of health visitor routine inquiry's that indicate domestic abuse in the home
			Number of domestic abuse reports with children regarded as present
	3.3 Supporting early speech, language and literacy	Increase the number of 27-30 month reviews completed for eligible children by 5.2%, by 2021	% of eligible children who had a 27-30 month review *(Baseline 2016/17: 84.1%)*
			% of children reviewed that had at least one developmental concern recorded *(Baseline 2016/17: 8.2%)*
			% of eligible 2's accessing Early Learning and Childcare provision
	3.4 Improving health and reducing inequalities	Increase in the uptake of Healthy Start Scheme and Vitamins by 4%, by April 2020	% of uptake for eligible households *(Baseline 2017/18: 56%)*
		Reduce child obesity at Primary 1 stage by 10%, by 2022	% of primary 1 children (with a valid height and weight recorded) whose BMI is within the top 5% of the 1990 UK reference range for their age and sex *(Baseline 2016/17: 69.4%)*
		Reduce the number of pregnant mothers who smoke by 10% by 2022	% of women recorded as a 'current smoker' at first antenatal booking appointment
		Increase the number of mothers in locality areas breastfeeding by 10% by 2022	% of babies exclusively breastfed at 6-8 week review: *(Baseline 2017/18: City wide - 36.8%; 20% most deprived areas – 24%)*
		Reduce the number of babies exposed to second-hand smoke (at 6-8 week review) by 10% by 2022	% of babies reported by parent as being exposed to second-hand smoke at 6-8 week review (3-year rolling average) *(Baseline 2014/17: 13.7%)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
4. 90% of children and young people will report that they feel mentally well by 2026 *(Baseline data 2013*: Warwick Edinburgh Mental Wellbeing Scale -* *S2 Girls: 76%; S2 Boys: 83%* *S4 Girls: 72%; S4 Boys: 80%* ***Most recent data available***) **Responsible Outcome Improvement Group:** Integrated Children's Services Board	4.1 Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability.	Increase the confidence of school-based staff to recognise and respond to children who require support and directing them to the school Nursing Service to 90%, by 2021	No. of staff trained in mental health first aid and/or Adverse Childhood Experiences.
			No. of young people self-reporting being bullied
			No. of young people who report being able to recognise symptoms of poor mental health among their peers
			No. of peer support opportunities in schools
			No. of appropriate referrals to the school Nurse for targeted support
		Increase the confidence of parents and young people to recognise and seek support in response to deteriorating mental wellbeing by 2022.	No. of young people who report being able to recognise symptoms of poor mental health among their peers
			No. of young people self-reporting being bullied
			No. of peer support opportunities in schools
			No. of parents raising mental wellbeing concerns with identified Named Person
	4.2 Increasing children's and parents' knowledge and understanding of their own physical and mental wellbeing	Increase the support provided by the school Nursing service to children and young people with escalating mental wellbeing concerns by 50% by 2022	Level of contact school Nurses have with pupils presenting with mental wellbeing concerns
			No. of young people being supported who have a family history suicide/diagnosed mental health disorder.
			No. of young people referred to CAMHS for specialist support
			Level of support provided by school nurses to the whole school
			No. of Care Experienced children and young people referred to school nursing service
	4.3 Ensuring that those children and young people with recognised mental health needs receive timely and effective support.	Reduce the number of children and young people who are exhibiting self-harming behaviours	Increase % of children/young people seen by CAMHS within 18 weeks of referral to target set by Scottish Government. *(Baseline 2017: 37.7% [Grampian] 77.5% [Scotland])*
			% of young people who engage with the CAMHS service
			% of children to first assessment *(Baseline 2018: 6 weeks)*
			% of children to treatment *(Baseline 2018: 9 weeks from assessment]*
			% of children from assessment to treatment for neurodevelopmental care *(Baseline 2018: 24 weeks)*
			% of children on national standard of 18 weeks referral to treatment *(Baseline 2018: 63%)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			No. of young people who have a repeat presentation at A&E due to self-harming – including alcohol and drug overdose
			No. of young people placed in a specialist residential provision where mental health is a primary concern.
			% of care experienced young people who die before age 26
			% of re-referrals for tier 3 and 4 service
		Reduce number of requests for specialist support from children's social work in partnership forums by 5% by 2020	Number of referrals to children's social work
			Number of partners in each partnership forum
			Number of children and young people identified as needing support
5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026 *(Baseline 2016/17: Positive Destinations- 63.3%* *4 or more SCQF awards at Level 3 - 56.7%)*	5.1 Improving education outcomes for care experienced children and young people	Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022	% of care experienced young people (S4-6) who leave school and go to a sustained positive destination *(Baseline 2016/17: 63.33%)*
			% of achievement in Curriculum for Excellence Levels for reading *(Baseline 2016/17: P1: 46.67%; P3: 46.15%; P7: 28.57%; S3: 40.91%)*
			No. of complementary Tariff Points Aberdeen City (AC) compared to virtual comparator (VC): *(Baseline 2016/17: Lowest Attaining 20% - AC: 21/ VC: 87 Middle Attaining 60% - AC: 270/VC: 405 Highest Attaining 20% - AC: 804/VC: 977)*
			% of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy *(Baseline 2016/17: 63.33%)*
			% of care experience young people leaving school with 4 or more SCQF awards at Level 3 *(Baseline 2016/17: 56.67%)*
			No. of exclusions of care experienced young people *(Baseline 2016/17: Primary: 25;Secondary: 206)*
			No. of care experienced pupils excluded *(Baseline 2016/17: Primary: 14; Secondary: 104)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
Responsible Outcome Improvement Group: Integrated Children's Services Board			No. of care experienced children and young people attending school on a part time basis *(Baseline 2017: 7)*
			% of care experienced pupil school attendance *(Baseline 2016/17: Primary: 89.2%; Secondary: 78.3%)*
	5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity	Increase number of staff, including carers working with care experienced children and young people trained in trauma skills and knowledge, to 80% by 2021	No. of staff trained
			No. of emergency admissions in to care
		Increase in the number of inhouse foster and kinship placements by 2021	No. of kinship placements *(Baseline 2018: 37% [of all care experienced children and young people])*
			No. of care placement moves
		Increase in the number of inhouse foster care placement by 2021	No. of foster care placements
		Increase the number of children and young people remaining in a placement between 16-18 year by 2021	No. of children and young people remaining in care placement
	5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services	Increase the number of care experienced young people receiving appropriate multiagency throughcare by 2021	No. of care leavers with a pathway plan
			No. of care leavers who receive throughcare and aftercare support
			No. of young people we offer targeted support linked to tenancy sustainment
			% of care leavers accessing their benefit entitlement
	5.4 Improving physical and emotional health outcomes for care experienced young people	Increase the number of carers who report increased understanding and skills to respond to children who have adverse childhood experiences by 20%, by 2021	No. of Placements on an unplanned basis
			No. of carers who self-report increased confidence and skill in meeting the needs of children who have adverse childhood experiences
			No. of children that report being happy in their care placement

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			% of care experienced children and young people who report feeling mentally well
			Establish a baseline for care experienced children and young people who report feeling mentally well
		Reduce the length of time that care experienced children and young people wait for an initial Child and Adolescent Mental Health Service (CAMHS) appointment to less than 4 weeks by 2021	No. of young people waiting longer than 4 weeks to have a CAMHS appointment
			No. of children and young people being provided with individualised therapeutic intervention from a range of agencies
			No. of children and young people who have a health needs assessment undertaken within 4 weeks of being accommodated
6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026 *Incremental improvement planned: 87% by 19/20; 90% by 21/22 93% by 23/24.* *(Baseline: 83.57% in 16/17)* ** this relates to children living in the 30% most deprived areas in area.*	6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs	Increase the no. young people who effectively transition from primary school to secondary school by 2021	% of pupils with a transition plan
			Attendance of pupils with a transition plan
			Exclusions of pupils with a transition plan
		Increase the range and number of accredited courses being provided by schools & partners by 25% by 2021	No. of courses presented per school
			No. of relevant work-related learning experiences for all secondary pupils
			% of S3-S5 pupils identified as 'at risk' of disengaging that stay on
			% of primary school attendance by areas of deprivation *(Baseline 2016/17:* *Quintiles 1,2 and 3 – 92.5 -94%* *Quintiles 4 and 5 – 95.7-96.5%)*
			% of secondary school attendance by areas of deprivation *(Baseline 2016/17:* *Quintiles 1,2 and 3 – 87.2 -91.1%* *Quintiles 4 and 5 – 92.8- 94.7%)*
			% difference between 30% most and least deprived for literacy and numeracy *(Baseline 2016/17:* *30% most deprived areas - Literacy/Numeracy Level 4: 80.92%* *30% least Deprived areas - Literacy/Numeracy Level 4: 94.77%* *Variance: 13.85%)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
Responsible Outcome Improvement Group: Integrated Children's Services Board		Increase the number of partners supporting delivery of the Senior Phase by 10% by 2021	Mean no. of partners supporting delivery of the senior phase in each school
		Increase the number of young people taking up foundation apprenticeships to 142 by 2021	No. of foundation apprenticeships
		Reduce the number of winter leavers with no positive destination by 50% by 2021	No. of winter leavers with no positive destination (Baseline: 50)
		Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4 other qualifications to 98% 2021	% Attaining Literacy Level 3: *(Baseline 2016/17: Aberdeen City: 96.58% Virtual Comparator: 96.00%)*
			% Attaining Numeracy Level 3: *(Baseline 2016/17: Aberdeen City: 94.99% Virtual Comparator: 95.75%)*
			No. of young people leaving school with no qualifications
	6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school	Increase the number of young people living in Quintiles 1,2 and 3 who achieve a sustained positive destination by working with communities to 90% 2022	% Difference between the 30% most and least deprived school leavers in positive destinations [Aberdeen City (AC) compared to Virtual Comparator (VC)] *(Baseline 2016/17: Most Deprived 30%: Aberdeen City (AC):83.57% Virtual Comparator (VC):90.05% Middle 40% by Deprivation: AC: 88.65% VC: 90.05% Least Deprived 30%: AC: 96.08% VC: 95.96% Variance: AC: 12.51% VC: 5.91%)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			No. of developing young workforce programmes available to young people
			% of young people engagement with Skills Development Scotland from S1
			No. of opportunities to further skills for life, learning and work across a community
			No. of community mentors available per 100 young people in our priority localities *(Baseline 2018: 0)*
		Increase the number of curricular offerings shaped by school communities by 20%, by 2021	No. of city-wide engagement opportunities for children, young people, parents, carers and families *(Baseline 2018: 0)*
			No. of local engagement opportunities for parents, carers and families
			Mean no. of opportunities for children and young people to shape the curricular offering in local school communities
		Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021	No. of opportunities for parental involvement.
		Increase the number of opportunities to discuss and record skills for life, learning and work from S1 by 20%, by 2021	Mean no. of registration and usage of My World of Work in each secondary school
			No. of staff trained to support young people and families to identify their preferred careers choices
			% school staff who report increased understanding of the routes into work
	6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future.	Increase children, young people and families' awareness and understanding of future skill requirements by June 2021	No. of offers to Aberdeen Guarantees members per week *(Baseline 2018: Employment opportunities: 10 Apprenticeships: 5)*
			No. of employer engagement opportunities both face to face and virtually

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			No. of face to face opportunities for parents, carers and the community
			No. of opportunities to engage with the city campus digitally *(Baseline 2018: 0)*
7. Child Friendly City by 2026 **Responsible Outcome Improvement Group:** Integrated Children's Services Board	7.1 Secure required six UNICEF badges to gain Child Friendly City status Equality and Inclusiveness	Achieve badges in: Health Equality and Inclusiveness Participation And 3 more to be identified by 2022	No. of badges achieved
		Detailed improvement projects to be confirmed following feedback from UNICEF	
8. 25% fewer young people (under 18) charged with an offence by 2026 *(Baseline data: 965 young people charged in 2015-16; 827 in 2016-17; 698 in 2017/18. A 25% reduction is 175 young people)*	8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System	Reduce the number of young people identified as having indicators of being at risk of being excluded from school by 2021	% of young people identified as at risk who are receiving a targeted intervention to support participation and engagement
			No. of school exclusion incidents for 'General or persistent disobedience' *(Baseline data: 17/18: 206)*
			Unauthorised absence levels
		Reduce the number of young people referred to the Children's Reporter on offence grounds as a result of appropriate and effective interventions by 2021	No. of young people referred to the Children's Reporter on offence grounds *(Baseline data:16/17 – 90;17/18 – 81)*
			No. of young people referred by SCRA to relevant services
			No. of residential care home workers who are aware of the Police Scotland Protocol in relation to responses to care-experienced young people.
		Increase by 10% the number of young people who are jointly reported to SCRA and COPFS who are offered robust alternatives to entering the statutory system by 2021	No. of care experienced children and young people appropriately diverted from the adult Criminal Justice System.

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
Responsible Outcome Improvement Group: Community Justice Group/ Integrated Children's Services Board		Increase by 20% the number of young people identified as being at risk of becoming involved in offending behaviour who are engaged in targeted community-based activities by 2021	No. of young people engaged in activity programmes aimed at diverting away from offending behaviour
			No. of offences committed by 8-15 year olds: i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. *(Baseline data:16/17 – 367; 17/18 – 260)* ii) Group 6 offences - e.g. common assaults and breach of peace *(Baseline data:16/17 – 465; 17/18 – 254)*
			No. of offences committed by 16 & 17 year olds: i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. *(Baseline data: 16/17 – 293; 17/18 – 167)* ii) Group 6 offences - e.g. common assaults and breach of peace. *(Baseline data:16/17 – 234; 17/18 – 192)*
			No. of young people involved in three or more Police CrimeFiles *(Baseline data:16/17 – 100; 17/18 – 71)*
		i) Increase the number of awareness-raising events relating to 'digital' offending by 2021, and then ii) reduce the number of 'digital' offences from 2021 – 2026	No. of awareness-raising events regarding 'digital' offending e.g. sexting *(Baseline data:16/17 – 105; 17/18 - 128)*
			No. of 'digital' offences committed by under 18s *(Baseline data:16/17 – 40 ; 17/18 – 65)*

LOCAL SUPPORTING STRATEGIES

Aberdeen City Council Strategy for Parental Involvement 2018-21

Aberdeen City Strategy for Autism 2014-24

Aberdeen City Community Learning and Development Plan 2018-21

Aberdeen City Council Strategic Business Plan Refresh 2017-18

Integrated Children's Service Plan 2017-20

NHS Grampian Local Delivery Plan 2016-17

National Guidance for Child Protection in Scotland 2014
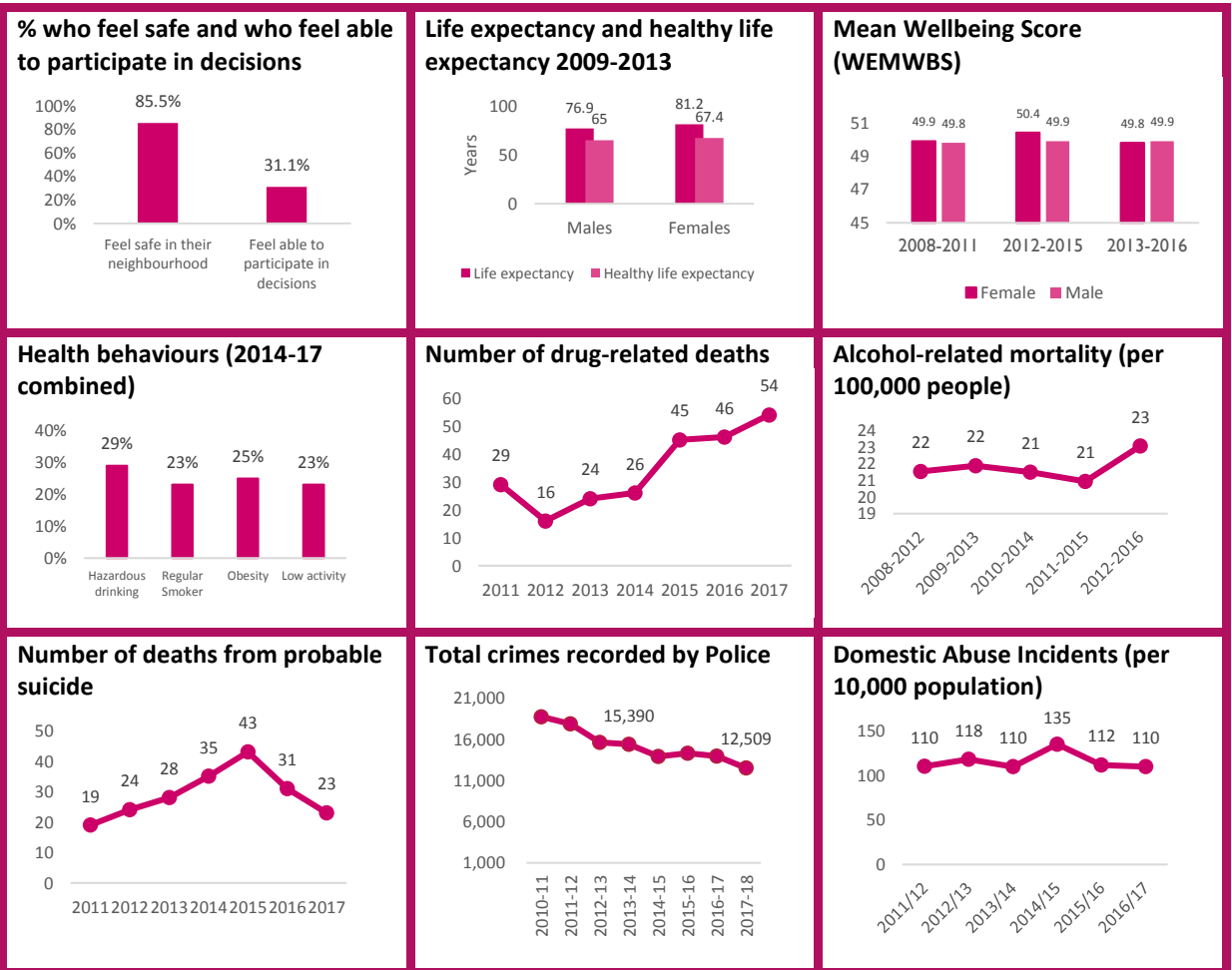
Child Poverty Action Plan (In development)

All people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the city. All citizens are equally entitled to enjoy these aspirations, and it is recognised that people may, at times become vulnerable. People sometimes need others to support their achievement of a full, active, safe citizenship.

To improve outcomes for people we need to move away from fix and treat approach within public sector agencies. We need to focus on anticipation, early intervention, prevention and self-management. The key causes of preventable ill health should be tackled at an early stage and be cross sector in approach to create a culture in which healthy behaviours are the norm starting with the early years and persisting throughout our lives. The importance of physical and mental health as well as the need to address underlying conditions which effect health such as social, economic and educational impacts can only be achieved by key public and third sector organisations working together.

It is not just about services provide but what individuals want and those around them- families and carers- we need to design supports for individuals,

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POPULATION NEEDS ASSESSMENT DATA:

% who feel safe and who feel able to participate in decisions

Feel safe in their neighbourhood: 85.5%
Feel able to participate in decisions: 31.1%

Life expectancy and healthy life expectancy 2009-2013

Males: Life expectancy 76.9, Healthy life expectancy 65
Females: Life expectancy 81.2, Healthy life expectancy 67.4

Life expectancy | Healthy life expectancy

Mean Wellbeing Score (WEMWBS)

2008-2011: Female 49.9, Male 49.8
2012-2015: Female 50.4, Male 49.9
2013-2016: Female 49.8, Male 49.9

Female | Male

Health behaviours (2014-17 combined)

Hazardous drinking: 29%
Regular Smoker: 23%
Obesity: 25%
Low activity: 23%

Number of drug-related deaths

2011: 29
2012: 16
2013: 24
2014: 26
2015: 45
2016: 46
2017: 54

Alcohol-related mortality (per 100,000 people)

2008-2012: 22
2009-2013: 22
2010-2014: 21
2011-2015: 21
2012-2016: 23

Number of deaths from probable suicide

2011: 19
2012: 24
2013: 28
2014: 35
2015: 43
2016: 31
2017: 23

Total crimes recorded by Police

2010-11: (high)
2012-13: 15,390
2017-18: 12,509

Domestic Abuse Incidents (per 10,000 population)

2011/12: 110
2012/13: 118
2013/14: 110
2014/15: 135
2015/16: 112
2016/17: 110

families and communities. Improving health literacy is a critical empowerment strategy to increase people's control over their health, their ability to seek out information and their ability to take responsibility. Our efforts are to help individuals and communities look after their health, particularly through the choices they make and lifestyles they adopt. Building community resilience will have long term effects on the health of our population, ease the pressure on public services and improve our physical environment. We have paid particular attention to the importance of nature, our environment and socialisation in addressing mental well-being.

Our plans stem from working with nurseries, schools to workplaces and communities – getting people involved, caring and collaborating in looking after themselves, their neighbours and their environment. This includes joined up efforts to respond quickly when individuals and families are in need of support as well as extending efforts to identify where early intervention may be needed.

STRETCH OUTCOMES

9. 25% fewer people receiving a first ever Court conviction each year by 2026.

10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.

11. Healthy life expectancy (time lived in good health) is five years longer by 2026.

12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.

LEAD PARTNERS:
- **Aberdeen City Council**
- **Aberdeen City Health and Social Care Partnership**
- **Active Aberdeen Partnership**
- **ACVO**
- **Alcohol and Drugs Partnership**
- **NHS Grampian**
- **North East Scotland College**
- **Scottish Fire and Rescue Service**
- **Police Scotland**
- **Skills Development Scotland**
- **Crown Office and Procurator Fiscal Service**
- **Scottish Prison Service**
- **Scottish Courts and Tribunals Service**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
9. 25% fewer people receiving a first ever Court conviction each year by 2026 **(Baseline data: 40 young people aged under 18 in 2016-17; 796 people aged 18+ in 2016-17)** **Responsible Outcome Improvement Group:** Community Justice Group	9.1 Taking an effective, trauma-informed, problem-solving whole system approach to offending by 16 and 17 year olds	Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending which could lead to a conviction by 2021	% of those charged receiving appropriate police direct measures *(Baseline data: 16/17 – 27% 17/18 – 21%)*
			% of those charged who were appropriately diverted from prosecution by the PF *(Baseline data: 16/17 – 2% 17/18 – 4%)*
			% of young people who go to court who receive a dedicated youth service
			No. of offences committed by 16 & 17 year olds: i) Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles. *(Baseline data: 16/17 – 293 17/18 – 167)* ii) Group 6 offences - e.g. common assaults and breach of peace. *(Baseline data: 16/17 – 234 17/18 – 192)*
	9.2 Tackling antisocial behaviour in problem areas with appropriate and effective interventions	Reduce instances of anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2021	Number of antisocial behaviour / youth annoyance cases: i) Reported to the Council *(Baseline data: 16/17 - 3,881 17/18 - 4,670)* ii) Reported to Police *(Baseline data: 16/17 - 1,869 17/18 - 1,827)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			Number of active cases
			Reduce number of repeat complaints *(Baseline data: 16/17 - 55 17/18 - 34)*
		Reduce the number of wilful fires by 20% by 2021	Incidences of wilful fire raising: Overall *(Baseline data: 16/17 - 346 17/18 - 355)* Involving children and young people (under 25)
	9.3 Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate	Increase the number of cases of people appropriately diverted from prosecution by 2021	% (number) of charges for which appropriate police direct measures were given as alternatives to arrest *(Baseline data: 16/17 – 4% (747 of 19,671) 17/18 – 7% (1,314 of 19,671)*
			% (number) of charges for which appropriate Fiscal Direct Measures were given, as alternatives to formal Diversion from Prosecution, and to prosecution: - Warnings *(Baseline data: 16/17 – 2% (438 of 19,671* - Fines/Compensation/Penalties *(Baseline data: 16/17 – 6% (1,219 of 19,671)* - Fiscal Work Orders *(Baseline data: 16/17 – 0% (66 of 19,671) 17/18 – 0% (76 of 19,671)*
			No. of cases of people who were appropriately Diverted from Prosecution by the PF aged: 18-25 *(Baseline data: 16/17 – 20; 17/18 – 21)* 26+ *(Baseline data: 16/17 – 32; 17/18 – 54)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	9.4 Changing attitudes about domestic abuse in all its forms	Using a whole population approach: i) Increase awareness of domestic abuse by 2021, and then, as a result of this ii) decrease number of reported incidents by 30% by 2026	Number of awareness-raising events tackling domestic abuse across Aberdeen City *(Baseline data:* *17/18 – 12)*
			% secondary schools with mentors in violence prevention scheme in place (Baseline data: 0)
			Number of reported domestic abuse incidents (*Baseline data:* *16/17 – 2,513* *17/18 – 2,757)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026 **(Baseline data: 40.7% of people under 18 reconvicted within one year; and 27.6% of people aged over 18 (2015-16 cohort)** **Responsible Outcome Improvement Group:** Community Justice Group	10.1 Taking targeted interventions aimed at specific offending	Reduce no. of repeat convictions of 16 and 17 year olds, and 18+ year olds, as a result of targeted focus on specific offending behaviour, and use of appropriate and effective interventions, by 2021	Reconviction rate relating to under 18s: Group 4 offences - Criminal Damage (including fire-raising offences) *(Baseline data:* *2015-16 cohort: 54.5%)* Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles *(Baseline data:* *2015-16 cohort: 46.2%)*
			Reconviction rate relating to over 18s: Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles *(Baseline data:* *2015-16 cohort: 49.1%)*
		Increase the number of individuals charged with hate crimes who undertake effective interventions by 30% by 2021	No of Police Scotland Hate Crime Reports *(Baseline data:* *16/17 - 242* *17/18 - 257)*
			No of individuals who undertake effective interventions
		Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021	No. of cuckooing* reports
			No. of individuals who undertake effective interventions
			No of post-intervention drugs supply charges against those who have been through the cuckooing process/intervention
			No of partner staff awareness/training sessions
			*Cuckooing is a term used to describe criminals taking over a person's home by intimidation or other means, for the purposes of using the premises in the course of criminality (e.g. drug dealing)
	10.2 Ensuring people on community sentences and liberated from prison have better access to services	Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending by 2021	% of young people at risk of secure care/custody who are assessed for suitability for high impact community supports
			No of young people progressing to secure care/custody
			% of young people at high risk of harm being appropriately managed and supported
			% of young people appropriately supported on liberation from secure care/ custody

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase % of individuals indicating an improvement in at least one area* at the end of their Community Payback Order Supervision by 2021	% of individuals indicating an improvement in at least one area* at the end of their Supervision (*Housing, Education and Employment, Drugs, Alcohol, Personal Relationships, Self Esteem, Mental Health, Physical Health, Money Issues, Coping Skills) *(Baseline data:* *Q1 and 2 18/19 - 87%)*
		Increase % of non-statutory prisoners (aged 21+) who are offered relevant voluntary support on release from HMP Grampian by 2021	% of non-statutory prisoners who received relevant voluntary support on release from HMP Grampian *(Baseline data:* *16/17 – 65%* *17/18 – 70%)*
			% registered with a GP
			% having suitable accommodation *(Baseline data:* *16/17 – 66%* *17/18 – 73%)*
			% had a benefits eligibility check prior to release
			% had a Making Every Opportunity Count conversation *(Baseline data Oct 17/Mar 18: 13)*
		Increase no. of individuals who are on a custodial sentence, CPO Supervision or Diversion from Prosecution are being supported to make progress on the Employability Pipeline by 2021	No. of individuals being supported to make progress on the Employability Pipeline.
		Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021	No. of people who take up drug / alcohol treatment whilst in the justice system
			No. of people (who are in community drug / alcohol treatment at the point of entering the justice system) that continue their drug / alcohol treatment whilst in the justice system
			No. of people who are receiving drug / alcohol treatment whilst in the justice system who continue community based drug / alcohol

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			treatment within 7 days of being liberated from the justice system
			No. of staff reports indicating a breakdown in the transition of care between community and justice system
			No. of people retained in community based drug treatment for at least 12 months after liberation from custody
	10.3 Ensuring people in the Justice System diagnosed with mental illness or suffering from mental ill health receive access to the right support at the right time	Increase number referred for appropriate assessment/support/ treatment/services: - in Police custody - on a community disposal - in HMP Grampian By 2021	% of people with a diagnosed/ undiagnosed mental health issue referred for treatment - in police custody - on a community disposal - in HMP Grampian
		Increase the uptake and retention of people in the Justice System with a diagnosed mental illness in specialist services by 2021	% of people with a diagnosis having a multi-agency continuity of care plan in place: - from community settings to prison - in prison - on liberation from prison
		Increase number of young people who need support in relation to trauma and bereavement having access to such support by 2021	% of young people who need support in relation to trauma and bereavement having access to such support
		Increase in number of calls by Criminal Justice professionals for advice/support to an expert helpline	No. of calls by Criminal Justice professionals for advice/support to expert helpline

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	10.4 Supporting family members and promoting positive family relationships	Increase the number of family members of people in HMP Grampian and HMYOI Polmont who received appropriate and timely support from Families Outside, Family Centre & Help Hub (Action for Children), and Alcohol & Drugs Action by 20% by 2021	No. of family members of individuals in HMP Grampian and HMYOI Polmont indicating they received appropriate and timely support from three key partners *(Baseline data: Aug – Sept 17/18 – 223)*
	10.5 Increasing use of Problem Solving Justice	Increase number of people engaged in a person-centred multi-agency problem solving approach as part of a community sentence	No. of people engaged in a person-centred multi-agency problem solving approach as part of a community sentence *(Baseline data: 17/18 – 28)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
11. Healthy life expectancy (time lived in good health) is five years longer by 2026 *(Baseline data 2009-2013:* *Males – 65 years* *Females 67.4 years)* **Responsible Outcome Improvement Group:** Resilient, Included, Supported Group	11.1 Supporting vulnerable and disadvantaged people, families and groups	Increase the number of unpaid carers participating in support programme reflecting healthy life choices by 25% by 2021	No. of people enrolled on course
			No. of people completing and appropriate course
			No. of unpaid carers engaged in physical exercise once or more per week
			Mean wellbeing score (WEMWBS) for unpaid carers
			No. of unscheduled hospital admissions for unpaid carers
		Increase the number of distress brief intervention opportunities for people with mental health issues by 10% by 2021	No. of staff within public and 3rd sector organisations trained in distress brief interventions
			No. of recorded interventions
		Reduce the number of people who are homeless by 10%	No. of applications under the Homeless Persons legislation *(Baseline 2017/18: 1,708* *13% increase on the no. of applications in 2016/17 – the third highest rate of increase of all local authorities. In Scotland the increase was 1% for the same period)*
			No. of homeless people receiving health and wellbeing support
			No. of homeless people supported through housing first programme
		Reduce suicide rates in Aberdeen to below 2016 levels (20) by 2021	No. of suicides in Aberdeen *(Baseline data:* *2015 – 34 (Males 28, Female 6)* *2016 – 20 (Males 16, Female 4)* *2017 – 19 (Males 17, Female 2)* *2018 - 26 (Males 22, Female 4)* **Year to date)**
			Increase no. of staff undertaking suicide prevention training
			No. of people suicide talk trained in their local communities
		Increase the number of people with autism who feel supported to live independently in their community by 2026	No. of people with autism who feel supported to live independently in their community.
	11.2 Building community resilience through a peer	Extend link working approach across primary care to	No. of referrals to link practitioners
			Positive outcomes reported by people accessing link workers

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	supported approach to health literacy distributed amongst social networks	support 3,000 people to attain their own identified outcomes by 2021	% increase in health literacy in Aberdeen City (Baseline to be established by Health literacy measurement tool)
			% of residents reported that feel they have influence and a sense of control (Baseline 2017/18: 50%)
			% of tenancies sustained for 12 months
			No. of people taking up social prescriptions
		Increase the number of groups for people with long term conditions which are co-produced with service users by 2021	No. of volunteers
			No. of people attending
			No. of peer support groups that cease requiring support/ organisation by public sector bodies
			% volunteers who report they have the knowledge and confidence to advise promote and advocate
			No. of repeat hospital admissions
		Increase number of people in local communities promoting wellbeing and good health choices by 2021	No. people attending awareness raising sessions for health issues in their community
			No of community run groups promoting wellbeing and good health choices (such as jog scotland groups, social connections groups, etc.)
	11.3 Improving access to community facilities and green environment to increase the health and well-being for older people and people managing long term conditions	Increase range of activities that enable people with long term conditions to manage their health and well-being by 2021	No. of new activities
			No. of related social prescribing referrals
			% of older people engaging in physical activity
		Increase the number of community run green spaces that are organised and self-managed, particularly in priority localities where satisfaction and use is low	% of residents reported as being satisfied or fairly satisfied with their local green space (City Wide and priority localities) (Baseline data city wide: 16/17 – 44%; 17/18 – 70%)
			Use of green space based on 'open space audit'
			Feedback on 'natural space' from Place Standard Tool
			Pollution removed by vegetation per kg (data from ONS)
			No. of partners and volunteers involved in parks and bloom groups (Baseline data: 17/18 – 3,802)
			No. of Green Flag awards

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	11.4 Working with staff, professionals and employers to provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle.	Increase the number of people who are engaged with citizens in areas which impact on lifestyle and health that are trained in Teachback techniques by 100% by 2021	No. of organisations accessing training in use of the Teachback techniques.
			No. of people trained.
		Increase number of people accessing community based hubs (including digital social hubs) which offer social resources and access to a range of professionals which increase citizens health literacy	No. of hubs available (digital and physical)
			No. of citizens accessing hubs
			% increase in health literacy in Aberdeen City (Baseline to be established by Health literacy measurement tool)
		Increase by 25% year on year, the number of people who have benefited from a Making Every Opportunity Count conversation or intervention	No. of frontline staff trained in overall MeOC approach
			Numbers of agencies/services trained
			No. of tier 2/3 interventions (e.g. sustained programmes for health literacy, distress brief intervention, alcohol brief intervention) in identified areas of need
		Increase opportunities for people who are retired to continue and increase their contribution to communities by 10% by 2021	No. of community opportunities for people who are retired
			No. of community developed activities run by retired volunteers
			No. of volunteers who are retired

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026 ***(Baseline data: 2014-17 – % of people drinking to hazardous/harmful levels Aberdeen – 29% Scotland – 25%*** ***2017 - 3 year average drug related deaths per 1,000 pop: Aberdeen – 0.21 Scotland – 0.16)*** **Responsible Outcome Improvement Group:** Alcohol and Drugs Partnership/ Integrated Children Services	12.1 Increase support for children and young people at risk of developing drug and alcohol problems by working with Integrated Children Services	Increase the % of Care experienced children and young people receiving educational and support input on alcohol/ drugs issues by 2021	% of Care experienced children and young people received educational input
			% of Care experienced children and young people receiving support input
		100% of schools have a progressive, cohesive and relevant substance misuse curriculum by 2021	% of schools using a progressive framework in evidence
			% of associated school groups with an agreed pathway through progression
			% of schools using relevant and up to date resources
			No. of 15 year olds drinking weekly (SALSUS*)
			No. 15 year olds reporting drug use in the last month (SALSUS*)
			No. 15 year olds reporting drug use in the last year (SALSUS*)
	12.2 Reduce levels of harmful alcohol consumption across the whole population through "making every opportunity count" approaches	Increase % of the population who feel informed about using alcohol responsibly by 2021	% of population who know what a unit of alcohol is
			No. of community planning partners promoting harm reduction information
		Increase by 10% the percentage of adults in Aberdeen City who are non drinkers or drink alcohol in a low risk way by 2021	Number of adults regularly drinking14 units of alcohol or less
			Number of adults regularly drinking14 units of alcohol or more
			No of ABIs delivered
			No of ABIs in pregnancy delivered
			Increase the number of people seeking help and advice regarding alcohol consumption from services
			Increase the number of very harmful drinkers entering recovery support
			Number of emergency department presentations / admission for alcohol intoxication
			Number of alcohol related deaths
		Increase the number of Number of alcohol licensed premises awarded Best Bar None status by 2021	Number of alcohol licensed premises awarded Best Bar None status

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol	Increase number of alcohol brief interventions delivered by Primary Care providers and other professionals by 100% by 2021	No. of people trained to provide alcohol brief interventions
			No. of alcohol brief interventions delivered across key sectors *(Baseline data 17/18: Primary care – 2556 Wider setting – 1406)*
			No. of alcohol brief interventions delivered in locality areas
			No. of alcohol related hospital admissions
		Increase the uptake of alcohol treatment by improving access to alcohol services and ensuring they are local, integrated and targets areas of greatest need by 10% year on year by 2021	Increase uptake of alcohol treatment programmes
			Increase uptake of alcohol treatment programmes from locality areas
			No. of alcohol related hospital admissions
			Rate of retention in alcohol treatment/ post detox support
		Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2021.	Increase distribution of naloxone for those in / not in treatment
			Total no. of supplies of naloxone made *(Baseline data: 17/18 – 2850)*
			No. of first supplies made *(Baseline data: 17/18 – 1523)*
			Repeat supplies *(Baseline data: 17/18 – 271)*
			% of target population reached *(Baseline data: 17/18 – 89%)*
			No. of supplies made in locality areas
		Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2021	No. of people tested
			No. of places that people can access testing for BBVs: • Clinical setting • Non-clinical setting • Within substance misuse services
		Increase uptake of drug treatment and specifically within Locality Areas by 10%	No. of people in drug treatment programmes
			Increase no. of people in drug treatment programmes from locality areas

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		each year by 2021	Rate of retention in drug treatment and support
	12.4 Increase visibility and support of recovery in our communities	Increase number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2021	No. of people supported in recovery
			No. of people supported in recovery from locality areas
			No. of recovery support groups

LOCAL SUPPORTING STRATEGIES

Aberdeen Alcohol and Drugs Partnership Drugs   Strategy 2011-21

Aberdeen City Local Policing Plan 2014-2017

Local Fire and Rescue Plan - Aberdeen City 2018

NHS Grampian Local Delivery Plan 2016-17

NHS Grampian Clinical Strategy 2016-21

Aberdeen City Strategy for Autism 2014-24

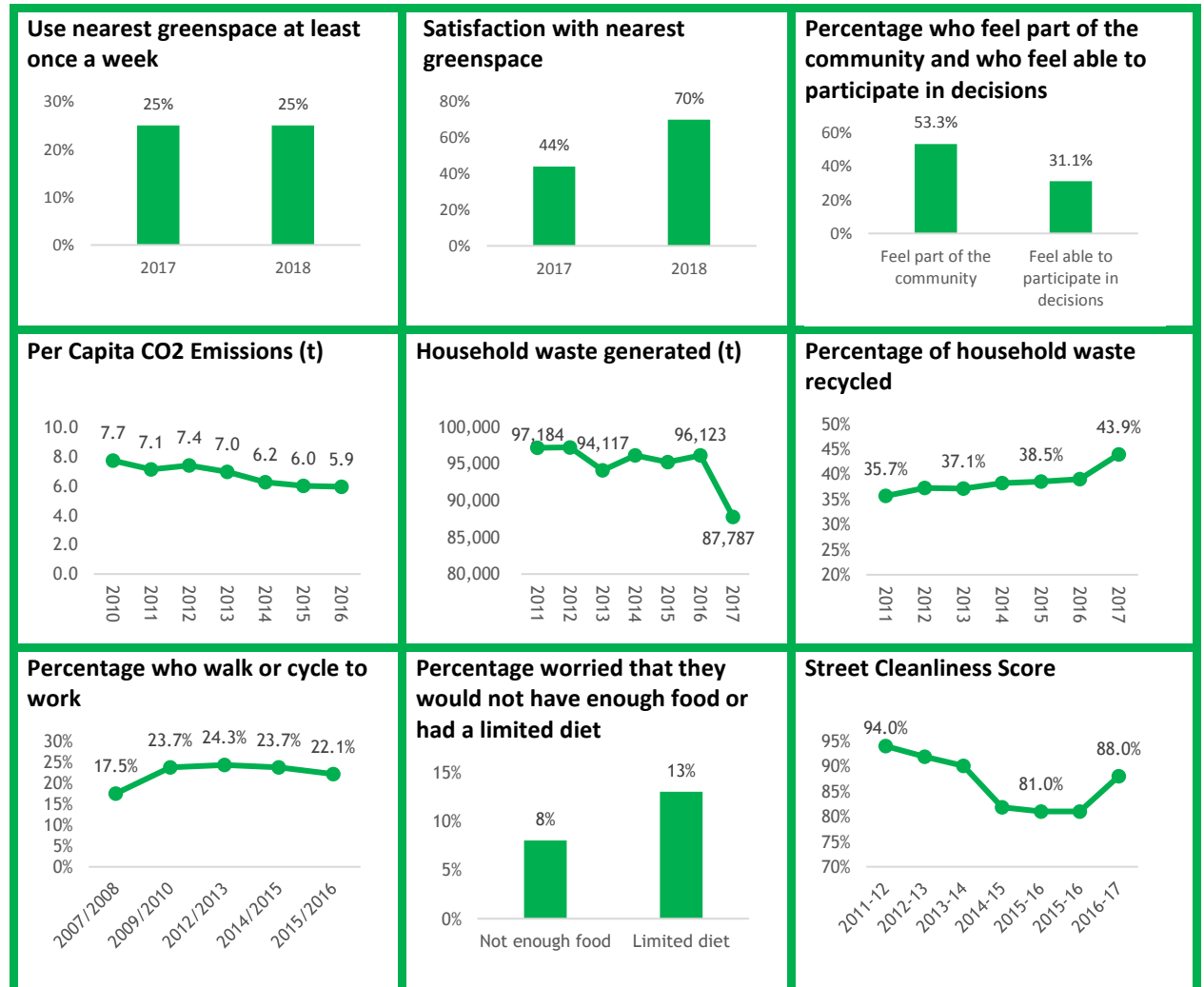Health and Social Care Partnership Carers Strategy 2018-21

Strategy for an Active Aberdeen 2016-2020

PROSPEROUS PLACE

The place where we live can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Our environment is therefore integral to the quality of life enjoyed in Aberdeen City and is vital in encouraging the wellbeing of our citizens. We recognize that working to end poverty and other deprivations must go hand-in-hand with strategies that improve health and reduce inequality, therefore while framing our response to these challenges, we have aligned our aims with the United Nations Sustainable Development Goals which share our vision to create prosperity for people now and into the future.

To support our ambitions we will harness the capabilities of our communities and develop and support efforts to make our green spaces more productive. Our focus will include educational support for gardening, cooking and trading and working to improve food resilience while promoting a holistic approach to health and well-being. We also aim to increase food resilience at individual and community level by establishing self-governing community co-operatives to offer ways of providing food and developing skills in cooking, budget management and employability. This includes establishing sustainable contingency arrangements to support families during times when the chances of food poverty are highest.

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POPULATION NEEDS ASSESSMENT DATA:

Use nearest greenspace at least once a week

- 2017: 25%
- 2018: 25%

Satisfaction with nearest greenspace

- 2017: 44%
- 2018: 70%

Percentage who feel part of the community and who feel able to participate in decisions

- Feel part of the community: 53.3%
- Feel able to participate in decisions: 31.1%

Per Capita CO2 Emissions (t)

- 2010: 7.7
- 2011: 7.1
- 2012: 7.4
- 2013: 7.0
- 2014: 6.2
- 2015: 6.0
- 2016: 5.9

Household waste generated (t)

- 2011: 97,184
- 2012: 94,117
- 2016: 96,123
- 2017: 87,787

Percentage of household waste recycled

- 2011: 35.7%
- 2013: 37.1%
- 2015: 38.5%
- 2017: 43.9%

Percentage who walk or cycle to work

- 2007/2008: 17.5%
- 2009/2010: 23.7%
- 2012/2013: 24.3%
- 2014/2015: 23.7%
- 2015/2016: 22.1%

Percentage worried that they would not have enough food or had a limited diet

- Not enough food: 8%
- Limited diet: 13%

Street Cleanliness Score

- 2011-12: 94.0%
- 2014-15: 81.0%
- 2016-17: 88.0%

Building strong and resilient communities is vital to achieve our aims and this means building capability in our communities to take more control of their own lives – economically, environmentally and socially. Listening to what matters to our communities in relation to resilience will help us to develop a bottom up approach, encouraging greater ownership and independent action. This will be supported by using and developing partner-wide intelligence, providing user-friendly materials and raising awareness of the resources that are available to help communities think about self-management and community led action. To help achieve our ambitions we aim to increase local food growing and improve access to community pantries by co-ordinating the efforts of multiple partners and volunteers to improve the skills, information and training opportunities available.

A key priority is increasing Active Travel and improving the sustainability of our communities and we will work together to complement the aims of the 'Aberdeen Active Travel Action Plan' by establishing an Active Travel Hub in Aberdeen by 2020 and by exploring the feasibility of a bike share scheme in the city. We will also seek to increase access to successful grant funding opportunities to further support the improvement work of our partners and communities.

STRETCH OUTCOMES

13. No one in Aberdeen will go without food due to poverty by 2026.

14. 14. Mitigating, adapting and addressing the impacts of climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026.

15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike.

LEAD PARTNERS:

- **Aberdeen City Council**
- **Active Aberdeen Partnership**
- **ACVO**
- **CFINE**
- **Civic Forum**
- **NHS Grampian**
- **Police Scotland**
- **SEPA**
- **Scottish Fire and Rescue Service**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
13. No one in Aberdeen will go without food due to poverty by 2026 ***(Baseline data 2018: 8% of residents reported that there was a time during the last 12 months when they were worried they would not have enough food to eat)*** **Responsible Outcome Improvement Group:** Sustainable City Group	13.1 Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food.	Increase the number of people using community pantries by 2021	No. of pantries established
			% of community volunteers
			Range of skills & training offered
			No. of people signposted to other services
			No. of people using community pantries
			No. of people using food banks
			No. of community pantries established: Total In priority localities
	13.3 Developing and supporting community efforts in making our green space productive and resilient	Increase community food growing in schools, communities and workplaces by 2021	No. of new community growing places: Total Localities
			Use of Curriculum for Excellence in schools by Head Teachers for food growing
			Sales from community grown produce
			No. of volunteers

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
14. Mitigating, adapting and addressing the impacts of climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 *(Baseline for city wide emissions:* *2005 – 1,867,497 KTCO2e* *2014 – 1,532,256 KTCO2e** **Most recent data available)* **Responsible Outcome Improvement Group:** Sustainable City Group	14.1 Reducing emissions across the city through delivery of Aberdeen's Sustainable Energy Action Plan 'Powering Aberdeen'.	25% of public service workforce are "signed up" ambassadors in low carbon living and working by 2021	% of public service workforce who have agreed to be visible public sector ambassadors in low carbon living and working
			No. of people taking part in educational activities in public sector organisation
			% of staff uptake of active travel to work/in work
			% of staff utilising flexible working to reduce travel
			Partner energy use
			Partner recycling rates
		Reduce the generation of waste in Aberdeen by 2021	Household and commercial waste generated (Ts)
		Reduce no. of Air Quality Management areas by a third by 2021	No. of air quality management areas
			NOx levels
			PM10 levels
	14.2 Developing a bottom up approach to community resilience to encourage greater ownership and independent action.	Increase number of referrals for advice, support and care services from localities by 2021	No. of referrals for advice, support and care (employment, health, finance, housing, environmental)
			No. of community visits to raise awareness of resilience issues in localities
			No. of community members attending and involvement of local businesses
		Resilience plans in place for area most vulnerable to flooding (Deeside, Peterculter, Bridge of Don and Denmore) by 2021 Resilience plans in place across all areas of Aberdeen by 2026	No. of community resilience plans in Aberdeen (Baseline data 2017/18
			No. of people displaced from their homes due to: flooding; snow/ ice; and other severe weather incidents
			No. of community facilities (supermarkets, schools, community centres etc) closed due to: flooding; snow/ ice; and other severe weather incidents
			No. of people whose physical and or mental health is affected by: flooding; snow/ ice; and other severe weather incidents
			Cost of damages due to flooding; snow/ ice; and other severe weather incidents
			No. of blue, green infrastructure projects – low costs adaptation that can bring multiple benefits to communities
			Uptake in property level protection and water efficiency measures

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the number of people and community businesses captured in database to support early identification of those at risk of vulnerability to severe weather	No. of people included in the database
15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike ***(Baseline data 2017/18 Main mode of travel: Walking - 28% Cycling – 2.4%)***	16.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence. Model based on Stirling Active Travel Hub.	Establish an Active Travel Hub in Aberdeen by 2020.	% of people who walk as main mode of travel *(Baseline 2017/18: 28% – Scottish Household Survey)*
			% of people who cycle as main mode of travel *(Baseline 2017/18: 2.4% – Scottish Household Survey)*
			% of people using active travel for everyday journeys *(Baseline data 2017/18: 1.5%)*
			No. of volunteers operating the Active Travel Hub
			Uptake of Active Travel Hub services: Bike hire at key locations Community bike scheme Walking scheme Neighbourhood food scheme (linked to community pantries)
			Value of new funding to support Active Travel hub developments

LOCAL SUPPORTING STRATEGIES
Aberdeen City Waste Strategy 2014-25
Aberdeen Local Development Plan 2022

Local Transport Strategy 2016-21
Nestrans Regional Transport Strategy 2013-35
North East Flood Risk Management Strategy
Sustainable Energy Action Plan

HOW WILL WE ACHIEVE OUR OUTCOMES?

By Working Together

Demand for services and supports are increasing throughout the city, this continues to stretch the public sector, meaning that much provision is diverted to crisis response. It is difficult therefore as individual organisation to provide **early intervention and prevention**.

This is an issue that we all share and the LOIP represents an opportunity for greater joint effort, in order to work towards **early intervention and prevention**; working in partnership we can better help each other to improve outcomes for our citizens. For example, shared whole and targeted population campaigns on issues within the LOIP will bolster our improvement efforts. This **whole systems approach** to our **shared leadership** and increasingly closer delivery means that we can capitalise on the knowledge, skills and tools used across the workforce and communities to meet the needs of changing circumstances.

This will also involve sharing our data, understanding the full picture of our population, analysing and **understanding demand** more fully. Through regular review and scrutiny we will be able to quickly determine and adapt our services and solutions as we progress to meet changing need.

It is essential to the future of the city that our workforce and citizens have the skills to thrive, can **exploit digital technologies** and can interact using modern tools and platforms in order to ensure that we can more effectively redirect our resources. Our data will become an enabler, supporting and driving the re-design of customer focused services responding to evolving needs and the growing opportunities of digital technologies.

By Working With Our Communities

Effective engagement with people and communities about how local services are planned and delivered will be integral to how we deliver our plan. Our **Community Empowerment**, **Engagement** and **Participation** Strategy ensures we are united in our approach to work with people to help them achieve their aspiration for their communities.

It is by focussing on geographies and communities of interest most in need to build **community resilience** that we will achieve better outcomes across our whole city. Our improvement work will be targeted to support these communities initially so we can learn what works for our most vulnerable people before we scale up and spread across the City.

People can also face barriers because of their race, gender, age, disability, sexual orientation or religion or belief. In delivering this plan, the Partnership will seek to tackle inequality in the city and within induvial communities in whatever form it manifests itself, through clear and coordinated approaches. This includes **tackling stigma** in all its forms by working in partnership to take forward behavioural campaigns and explore other ways of promoting positive change in people's attitudes.

By Working With the Private Sector

Greater opportunities for **Private Sector involvement** in community planning will allow perspectives and experiences from this sector to be more widely utilised than they have perhaps previously. Whatever methods used to involve the private sector the objectives for their involvement in community planning partnerships should be mutually supporting - to ensure that businesses fully contribute to the well-being of local communities and, in turn, that the conditions exist for business to thrive and develop in that community thus benefiting the whole community.

GOVERNANCE & ACCOUNTABILITY

**Community Planning Aberdeen Accountability Structure**

The CPA Board provides strategic leadership and direction for Community Planning across Aberdeen. It will scrutinise overall delivery of progress against this Local Outcome Improvement Plan (LOIP) and the underpinning Locality Plans to ensure improved outcomes across all areas of Aberdeen.

The CPA Management Group is accountable to the CPA Board and oversees the delivery of progress by our seven themed Outcome Improvement Groups.

These groups facilitate effective joint working across Community Planning partners and with communities to ensure delivery of the LOIP and locality plans remain on track, and to advise the CPA Board of any additional action required to overcome barriers.

Locality Partnerships oversee the delivery of Locality Plans with communities to ensure that improved outcomes are being achieved for our most disadvantaged communities in Aberdeen.

Other governance bodies which feed into this structure include the Chief Officer Group for Public Protection, Child Protection Committee, Adult Protection Committee and individual Partner boards.
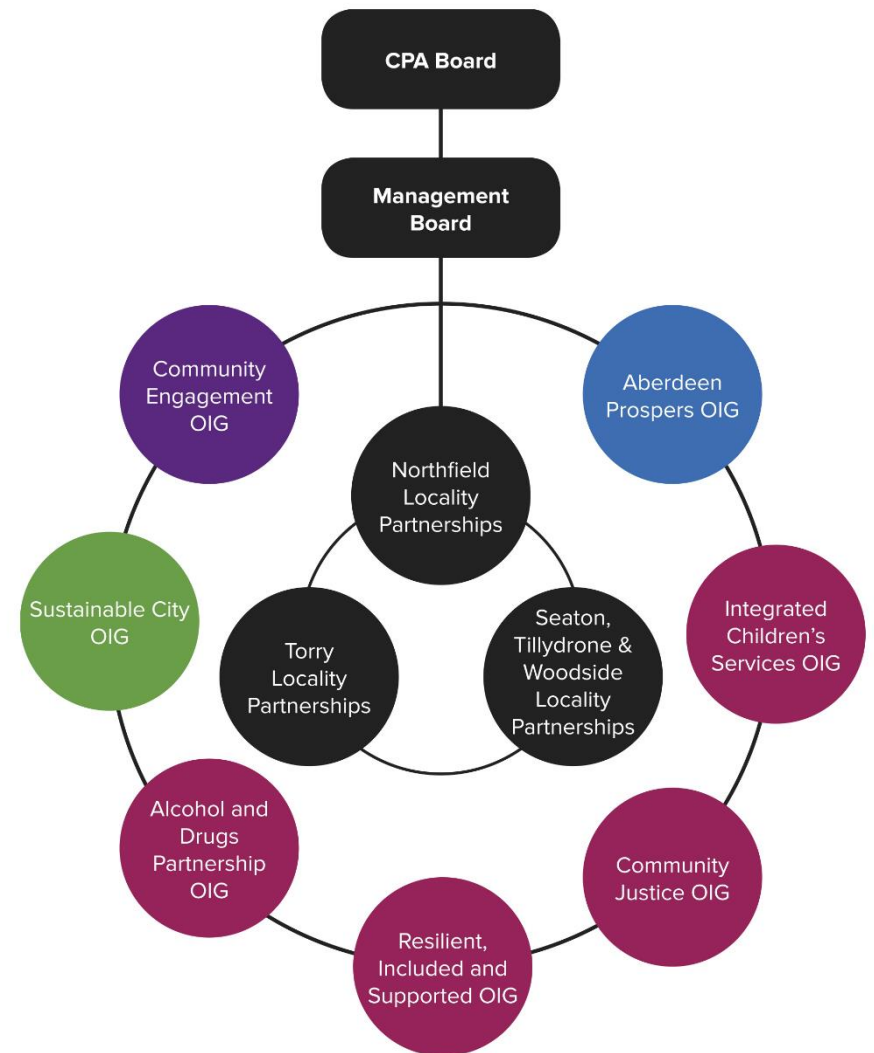
Improvement and innovation

CPA will use Quality Improvement (QI) and the Model for Improvement framework for driving improvement activity across the Partnership. The provides us with a systematic approach to improvement which focuses on doing things better at the system level. It can be used for any area of business and is designed to break down change into manageable chunks. Each change idea is tested to make sure that actions taken are leading to improvement. Designed by the Institute of Health Improvement (IHI), this approach is used widely across Scotland as part of the 3 Step Improvement Framework for Scotland's Public Services.

In line with the methodology, initiation of every improvement project listed in this LOIP commence on approval of a project charter. The project charter sets out specifically what we are trying to achieve, by how much and by when. It includes the business case for undertaking the improvement project, drawing on national research to evidence how it supports prevention and early intervention to maximise the use of future resources Using data is an essential component of the methodology and charters outline the range of process, output and outcome indicators which will be used to assess performance improvement .

To support staff to use the improvement methodology we have developed a comprehensive 'Innovate and Improve' programme to build capacity and capability in QI and the Model for Improvement across our Partnership and Communities. The Innovate and Improve programme draws on the skills, knowledge and expertise of our partnership. It offers a range of learning events at different levels in response to the needs of individuals.

As well as Learning Events, we have a team of Improvement Advisors, Improvement Coaches and Improvement Facilitators to provide one to one support, advice and coaching to individuals, teams, communities and organisations.

The Innovate and Improve programme is led by an Improvement Faculty consisting of members from across the partnership who are committed to sharing their knowledge and expertise in Quality Improvement.
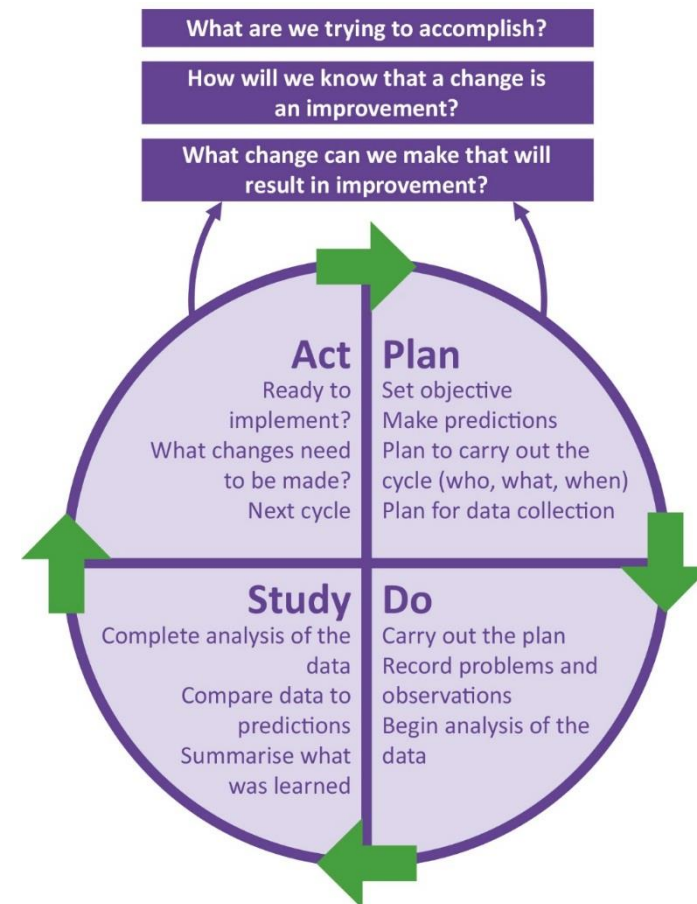
Evaluation and performance management

Ultimately, improving outcomes will be the test of our success. We have included a carefully chosen list of improvement measures and aims within this document. However in some areas, for example the early years work, the results may take up to five years to demonstrate success in achieving longer term significant outcomes. It is therefore critical that we use evidence based self-evaluation to ensure we are measuring the impact and outcomes we are having in taking forward this plan. As part of our performance management arrangements we will produce an annual performance report detailing progress against this plan.

Joint resourcing

CPA is the only strategic forum where partners in Aberdeen are able to jointly plan how to deploy collective resources to achieve the agreed priorities set out in the Local Outcome Improvement Plan (LOIP). CPA will develop its approach to joint resourcing to ensure the LOIP is the focal point for the planning and deployment of resources locally and share budget, investment and resource planning information through the CPP. However, the CPP does not replace or override the formal governance and accountability arrangements of partner bodies.

CHANGE LOG

This change log provides record of all approved changes made to the Local Outcome Improvement Plan following approval of the original document by the Community Planning Aberdeen Board on 22 August 2016. Significant changes to the LOIP require approval by the CPA Board prior to incorporating into the document. The latest versions of the LOIP is available online at www.communityplanningaberdeen.org.uk.

Version	Changes	Page Number	Approved By	Date
1	Local Outcome Improvement Plan.	1-34 and 42-61	CPA Board	22 August 2016
2	People are resilient, included and supported when in need section added.	35-41	CPA Board	12 December 2016
	Updated governance and accountability structure following approval of the Final Report for the Review of CPA Infrastructure.	59	CPA Board	12 December 2016
3	Priority community justice drivers incorporated into People are resilient, included and supported when in need section.	35-41	CPA Board	24 April 2017
4	Amendments as proposed in 2016/17 Annual Outcome Improvement Report pages 81-82.	16-59	CPA Board	4 December 2017
5	Refresh of Local Outcome Improvement Plan 2016-26 following revised Population Needs Assessment 2018. The refresh introduces 16 new Stretch Outcomes which clearly quantify the scale of Partnership's ambition to address key issues. The refresh also includes the specific improvement project aims that Outcome Improvement Groups will be working towards in an effort to achieve our stretch outcomes. The Board was asked to approve these projects based on their confidence that these are the projects that will yield improved outcomes and scalable results.	1-55	CPA Board	Will be asked to approve on

26 February 2019 |

ENDORSEMENTS

This document is endorsed by the following Community Planning Partners:

Community Planning
Aberdeen